

AFMC
ACQUISITION CENTER of EXCELLENCE
(ACE)

ACTIVATION PLAN



U.S. AIR FORCE

A handwritten signature in black ink, appearing to read 'David A. Franke', written over a horizontal line.

DAVID A. FRANKE, SES
Director, HQ AFMC
Acquisition Center of Excellence

A handwritten signature in black ink, appearing to read 'Lester L. Lyles', written over a horizontal line.

LESTER L. LYLES, General, USAF
Commander
Air Force Materiel Command

11 FEB 2002

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PREFACE

AFMC/CC MESSAGE TO CENTER COMMANDERS

From: AFMC/CC General Lyles

Sent: Tuesday, January 22, 2002 12:51 PM

Subject: **Stand-up of Acquisition Centers of Excellence**

TO: All Center Commanders; HQ AFMC Two-Letters

SUBJECT: Stand-up of Acquisition Centers of Excellence

1. On 10 December 2001, the Air Force Secretariat for Acquisition established the Air Force Acquisition Center of Excellence (ACE) as a separate organization dedicated to revolutionizing the Air Force acquisition system. This action represents only one of the initial steps needed to transform the Air Force acquisition system into a more warfighter responsive structure.
2. As part of our coordinated effort with SAF/AQ, I have decided to establish an AFMC ACE to work closely with, and support the AF ACE, as well as providing support to all of our ongoing acquisition programs. This team is standing up on the 23rd of January 2002 as a separate two-letter directorate within HQ AFMC, led by an SES, and reporting directly to me . Concurrently, I have taken action to dis-establish the Centralized Acquisition Support Team (CAST) within HQ AFMC/DR.
3. Since each AFMC center is on the forefront of implementing Air Force acquisition initiatives, I expect each center commander to, likewise, take similar actions to stand-down existing Acquisition Support Teams (ASTs), and stand-up center-level ACEs by 15 February 2002. Because I strongly believe we need to make significant changes in the way we procure and support our weapons systems, the center ACEs should be at the heart of every procurement action. This activity is significant enough to warrant establishing a multi-functional team, staffed with your best acquisition experts, reporting directly to the center command section.
4. I have asked Mr. Terry Little, Director of the AF ACE, and Mr. Dave Franke, Director of the AFMC ACE, to schedule joint trips to each center for the purpose of providing you the detailed ACE roles and responsibilities. These trips will begin on 28 January.
5. I'll be asking Mr. Franke for periodic updates on the status of your ACE standups. I will also check on their status when I visit your Centers ! Once again , this initiative needs your personal support and hands-on leadership !! THANKS.

[AFMC/CC General Lyles]

Commander

EXECUTIVE SUMMARY

On 22 January 2002, General Lester L. Lyles, AFMC Commander established the HQ AFMC Acquisition Center of Excellence as a separate two-letter directorate, standing-down the existing Central Acquisition Support Team (CAST). He directed the AFMC Center Commanders to stand-down the existing Acquisition Support Teams (ASTs) and stand-up the center-level ACEs by 15 February 2002. This AFMC Acquisition Center of Excellence (ACE) Activation Plan provides general guidance for the implementation and operation of the Center ACE. This plan is directed to the individuals charged with establishing the new center ACE that will report to the Center Command Section. (PREFACE – AFMC/CC Message)

Specifically, this document:

- Identifies the organizational structure
- Identifies the qualifying criterion for the Center ACE staff
- Identifies the process required for nominating, selecting and approving the Center ACE Chief and staff
- Defines the requirement for dedicated facilities
- Provides a schedule of expected events
- Graphically presents the relationships and interfaces between the SAF, HQ AFMC and Center ACEs

ORGANIZATION STRUCTURE

The HQ AFMC Acquisition Center of Excellence (ACE) will be a two-letter directorate comprised of a multi-functional staff of acquisition professionals that will report directly to the AFMC Commander. The HQ ACE staff will be under a single Unit Manning Document (UMD) with the director in the grade of Senior Executive Service (SES) and the deputy in the grade Colonel (0-6). The functional staff will be comprised of Level III acquisition certified professionals in the grades of GS-14 / 0-5 or higher. The HQ AFMC ACE will maintain an open line of communication with the SAF ACE and a functional relationship with the Center ACEs.

The Center ACE will also be a multifunctional organization under a single UMD comprised of Level III acquisition certified professionals in the grades of GS-13 / 0-4 and above. The Center ACE Chief, selected by the AFMC Commander, will be in the grade of GS-15 or 0-6. The Center ACE Deputy Chief will be in the grade of GS-14 or 0-4. The Center ACE will report directly to the Center's Command Section and establish a functional relationship with the HQ AFMC ACE. As appropriate for the Center's requirements, the core disciplines will be in the disciplines of program management, logistics management, engineering, contracting, financial management and administration. Also, a position has been identified for a DLAMP individual in the grade of GS-13/14. Additional personnel, such as support contractors, may be required to adequately carry out the roles and mission of the Center ACE.

(See Appendix A for Notional Center Organizational Chart with recommended series and grades)

ACE STAFFING CRITERION (Best of the Best)

The Center ACE Chief will be in the grade of GS-15 or Colonel (0-6), Level III APDP certified in the position to be encumbered, and have a minimum of ten years acquisition experience. It is anticipated that the Chief position will be GS-1101, GS-1102 or military equivalent. The preference being a GS-1101. Candidates from other APDP certified career fields may be considered provided they can obtain Program Management, Level III certification within 18 months.

The Center ACE staff, with the exception of administrative personnel, will be in the grade of GS-13 / Major (0-4) or above. Each member must be Level III APDP certified for the position to be encumbered. The individual should have a minimum of five years experience in the assigned discipline.

(At Appendix E are standard position descriptions (PDs) to assist in developing manpower requirements documents)

CENTER ACE CHIEF SELECTION/APPROVAL

The Center Commander, with collaboration from the HQ AFMC ACE Director, will nominate individuals for the position of the Center's ACE Chief that meet the criteria described in the previous paragraphs. The nomination package, to include the nominee's resume will be forwarded to the AFMC Commander by the HQ AFMC ACE Director. The AFMC Commander is the final approval authority.

PERFORMANCE RATING

The Center ACE Chief's performance appraisal will be accomplished by the Center Command Section. The HQ AFMC ACE Director is expected to participate in the performance appraisal by providing input.

CENTER ACE STAFF SELECTION/APPROVAL

The selected Center ACE Chief and the HQ AFMC ACE Director or his deputy, using established personnel selection processes and procedures, will make selection of qualified professionals for the Center ACE staff.

PERFORMANCE RATING

The Center ACE Chief will be responsible for rating the Center ACE staff.

ROLES AND RESPONSIBILITIES

In concert with the SAF ACE and HQ AFMC ACE, the Center ACE's primary role is to help the acquisition community cut through burdensome, unproductive processes that slow the fielding of new war fighting capabilities. This Center ACE will be responsible for, but not limited to, source selection assistance, assisting with the development and submittal of waiver requests, supporting all post award activities, implementing process innovations, conducting training as required, and working to foster industry partnerships. (See Appendix B – Notional Activities)

FACILITIES AND EQUIPMENT REQUIREMENTS

Adequate facilities must be identified early in the Center ACE formation. Consideration should be given to the need for a dedicated source selection facility or prior arrangement to use an existing facility. The Center ACE should possess or have access to appropriate facilities to conduct activities such as training, acquisition tool development/

demonstration, consultation with program office personnel, routine staff and team meetings, as a minimum.

BUDGET PLANNING

Funding for operating the Center ACE is the responsibility of the respective center. The Center ACE should identify the source of and the distribution of operational funds. Planning should include funding for normal office operational needs such as computers, video teleconferencing capability, office supplies, other equipment, equipment maintenance and TDY travel. Funding for individual training requirements should also be included in the budget planning process.

ACTIVITY REPORTING

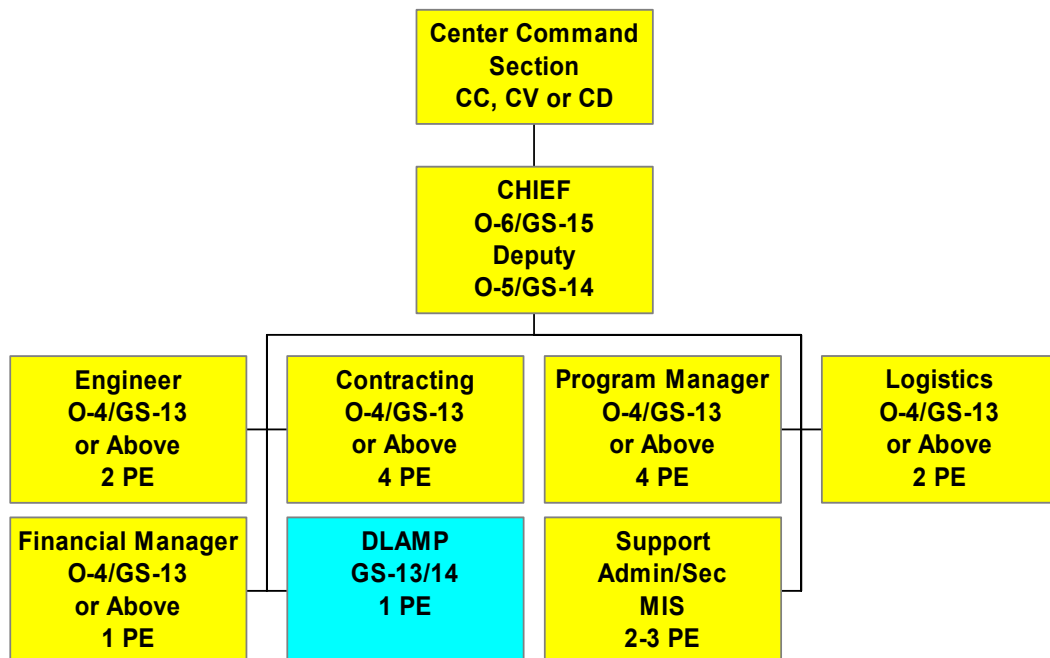
General Lyles has asked the AFMC ACE Director to provide him periodic updates on the status of the Center ACE standup. He also will check status on his visits to the Centers. A formal channel of reporting Center ACE activities to the HQ AFMC ACE and the SAF ACE will be developed as the standup proceeds. Metrics will be required to monitor and manage program management support issues.

APPENDICES

- A. Notional Organizational Chart**
- B. Notional Activities**
- C. Notional Relationship / Interface Charts**
- D. Notional Schedule**
- E. Personnel Descriptions (PDs)**

APPENDIX A
ORGANIZATIONAL CHART

CENTER ACE



Other functional disciplines may be added as necessary

Organizational structure may differ across the Centers

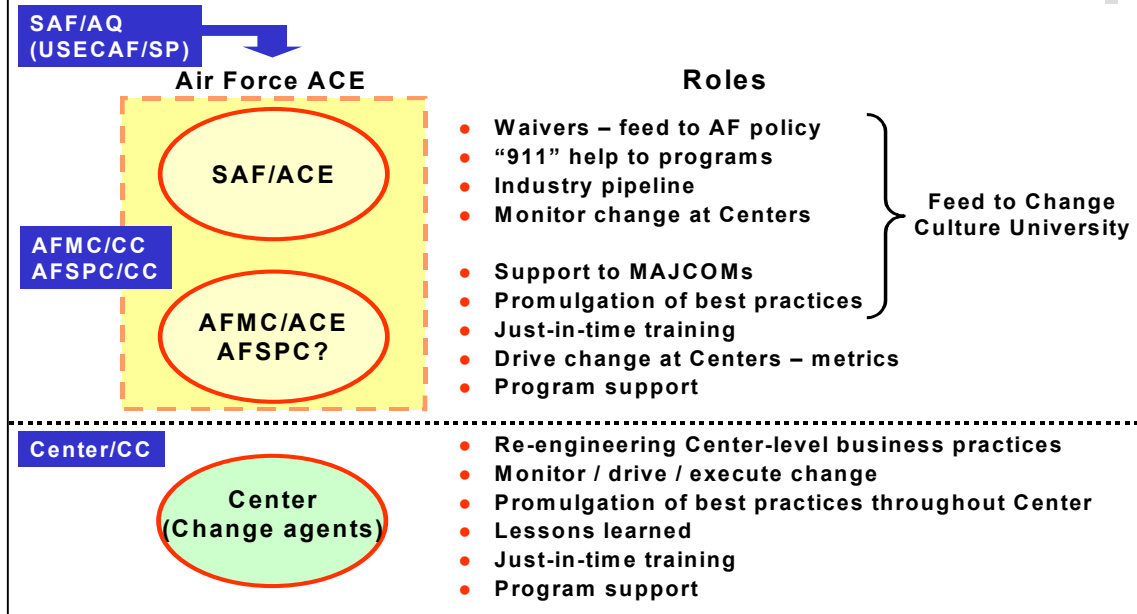
APPENDIX B

NOTIONAL ACTIVITIES

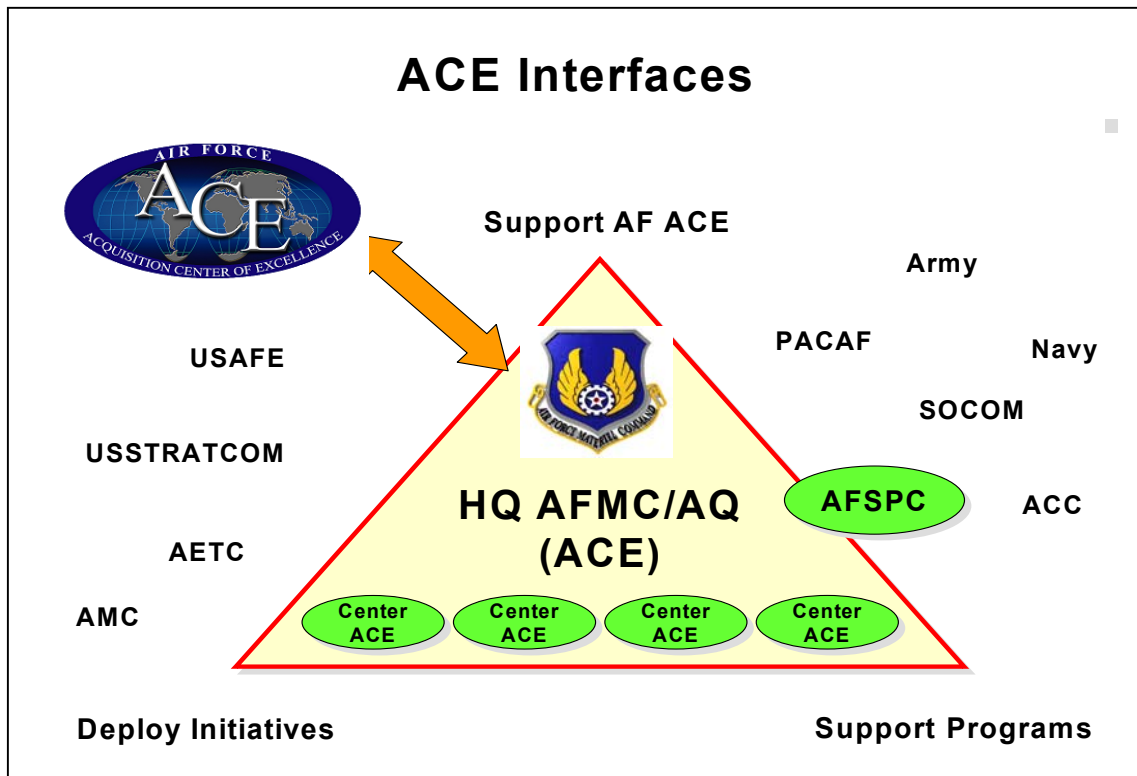


APPENDIX C

ACE Relationships



ACE Interfaces



APPENDIX D

NOTIONAL SCHEDULE

	<u>DATE</u>
• Notify Center Commander	22 Jan 02
• Center ACE Chief selected	15 Feb 02
• Standup Center ACE	15 Feb 02
• Center ACE Manpower Package	
• Prepare / Submit	15 - 28 Feb 02
• Receive Approval	
• Identify potential staff candidates	15 - 28 Feb 02
• Identify Center ACE facilities and equipment requirements	15 Feb 02
• Prepare Center ACE Operating Budget	28 Feb 02
• Conduct staff recruitment	1 Mar 02
• Complete Center AST stand down	15 Apr 02

APPENDIX E

STANDARD POSITION DESCRIPTIONS (PDs)

See attachments:

- 1. GS-1101-15 Program Manager**
- 2. GS-1101-14 Program Manager**
- 3. GS-0346-14 Acquisition Logistics**
- 4. GS-0801-14 Engineering**
- 5. GS-1102-14 Contracting**
- 6. GS-0560-14 Budget Analyst**